THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
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WASHINGTON, D.C. 20350-1000

JAN 11 2019

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: Presidents, FY-20 Active-Duty Navy Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-20 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

Ref: (a) FY-20 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Recorders and Assistant Recorders
(3) Administrative Support Staff
(4) Statutory and Regulatory Promotion Objectives

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, January 16, 2019, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-20 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (4).

2. **Promotion Board Authorized Selections**. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-20 Active-Duty Navy Officer Promotion Plan and furnish the number to the boards. If the computation results in a fraction

of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Unrestricted Line Officer	55
Special Duty Officer (Human Resources)	60
Special Duty Officer (Permanent Military Professor)	60
Engineering Duty Officer	60
Aerospace Engineering Duty Officer (Engineering)	60
Aerospace Engineering Duty Officer (Maintenance)	60
Special Duty Officer (Public Affairs)	50
Special Duty Officer (Foreign Area)	55
Special Duty Officer (Oceanography)	50
Special Duty Officer (Cryptologic Warfare)	60
Special Duty Officer (Information Professional)	60
Special Duty Officer (Intelligence)	60
Limited Duty Officer (Line)	52

3. **Equal Consideration of Officers "In Zone" and "Above Zone."** As detailed above, the number of in-zone eligible officers is used only to calculate the total number of selects authorized, there are no individual zone selection limitations or expectations. Accordingly, in determining which officers are best and fully qualified for promotion, you are required to equally consider both above-zone and in-zone officers.

4. **Consideration of Active-Duty Officers "Below the Zone."** The board shall identify exceptional officers from below the zone and consider selecting them for promotion to the grade of captain. The board must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than one, in which case the number that may be selected from below-zone is one.

5. **Best and Fully Qualified Selection Standard**

a. **Fully Qualified**. All officers recommended for promotion must be fully qualified; that is, each officer recommended must

be capable of performing the duties of the next higher pay grade. Officers who do not meet that standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness and loyalty to the Navy core values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience and education.

b. **Best Qualified**. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements**. The Navy must focus on the skill sets mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths. You shall give favorable consideration to the critical competency/skill sets developed by officers who have excelled in specialized career paths.

(1) The following guidance, in the form of "minimum" and "requirements" language, addresses particular shortfalls in the Navy. The minimum number should only be attained if there is a sufficient number of officers determined best qualified among those fully qualified officers who address the particular shortfall.

(2) **Critical Requirements.** Currently, the Navy has a critical need for officers with the competencies/skills listed below. The selection minimum number for officers with the identified competencies/skills is provided below. This number should only be attained if there are a sufficient number of officers determined best qualified among those fully qualified officers who possess that competency/skill. The specific skills and associated numbers in the below table shall not be interpreted as quotas.

Competitive Category and Grade: Limited Duty Officer (Line) Captain		
Competency/Skill	Minimum	Requirement
6180 - Surface Electronics	1	2
6230 - Submarine Engineering/Repair	1	1
6260 - Submarine Ordnance	1	3
6320 - Aviation Operations	1	1
6410 - Administration (General)	1	1
6430 - Bandmaster (General)	1	1

(3) **Additional Requirements.** In addition to the specific critical needs listed above, the Navy must continue to develop leaders who possess the competency/skill areas listed in order of significance below. Give due consideration to demonstrated performance and expertise in these areas.

Unrestricted Line (11X0/13X0)

1. Financial Resource Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Operational Analysis (OA)
5. Requirements Management
6. Navy Operational Planner
7. Education and Training
8. Naval Strategist Subspecialty
9. Expeditionary Warfare and Confronting Irregular Challenges
10. Integrated Air and Missile Defense (IAMD)
11. Mine Warfare
12. Naval Special Warfare (NSW) Experience

13. Cyber Operations and Planning
14. Space Cadre
15. Shore Installation Management (SIM)
16. Nuclear Weapons Technical Expertise
17. Human Intelligence (HUMINT)
18. Targeting
19. Attaché Duty
20. Language, Regional Expertise and Cultural (LREC) Experience
21. Recruiting Leadership
22. Astronaut Consideration

Human Resources (1200)

1. Recruiting Leadership
2. Financial Resource Management (FM)
3. Operational Analysis (OA)

Permanent Military Professor (1230)

1. N/A

Engineering Duty (14X0)

1. Acquisition Corps
2. Nuclear Weapons Technical Expertise

Aerospace Engineering Duty (Engineering) (1510)

1. Acquisition Corps
2. Space Cadre
3. Astronaut Consideration

Aerospace Engineering Duty (Maintenance) (1520)

1. Acquisition Corps

Public Affairs (1650)

1. Joint Experience

Foreign Area (17X0)

1. Joint Experience
2. Attaché Duty
3. Expeditionary Warfare and Confronting Irregular Challenges
4. Language, Regional Expertise and Cultural (LREC) Experience

Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. N/A

Information Professional (1820)

1. N/A

Intelligence (1830)

1. N/A

Limited Duty Officer (Line) (6XX0)

1. Nuclear Trained Limited Duty Officers (LDOs)
2. Nuclear Weapons Technical Expertise

d. **Additional Considerations**. The following are additional considerations in determining the best qualified officers:

(1) **Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/ Afghanistan-Pakistan Hands (APH) Program Assignment**

(a) The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy, and in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to one and a half years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to three and a half years.

(2) **Education and Professional Development**. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (JPME). In

May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers through in-residence learning enhances critical thinking skills with a direct correlation to enhanced warfighting expertise. Beginning with officers in year group 2015, in-residence graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the board should give favorable consideration to officers who have obtained relevant graduate degrees while in-residence.

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy leaders.

(b) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, SECDEF Corporate Fellowship, Tours with Industry, Fleet Scholars Education Program, and Federal Executive Fellowships (e.g., Politico-Military and Cyber).

(c) Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(d) The Navy values the importance of Naval Reserve Officer Training Corps (NROTC) and U.S. Naval Academy (USNA) duty in building and developing future Navy leaders. When reviewing an officer's qualifications for the next higher grade, you should give favorable consideration to NROTC/USNA assignments.

(e) Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers (JQO) as documented by an AQD.

(3) **Innovation and Efficiency**. A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

(a) In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

(b) Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

(4) **Joint Officer Considerations**

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration and the statutory joint promotion objectives, delineated in enclosure (4), represent critical requirements which warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion even if doing so will result in a

failure to meet the statutory joint promotion objectives.

(5) **Acquisition Corps Considerations**. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line, Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems engineering, enterprise information systems, information technology, and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

e. **Demonstration of Core Attributes**. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member, by displaying conduct that is upright and honorable, and by working to strengthen the resolve of his or her peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when

selecting officers who are best and fully qualified.

6. **Human Resources (HR) Community Considerations**. In addition to the basic attributes of sustained superior performance in positions of increased responsibility, the below is provided to assist in evaluating candidates:

a. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, major staff, and/or IA/GSA/OCO/APH assignments indicate potential to succeed at the level of captain.

b. Officers who have successfully completed or have demonstrated superb performance in a commander milestone tour (to include command and staff assignments) indicate potential to succeed at the level of captain.

c. Officers who have a master's degree, particularly HR-focused (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training), indicate an officer's potential to grasp complex human capital concepts and provide analytical rigor as a senior leader and policy maker in the HR Community.

d. Officers who have proven HR-focused subspecialties (Manpower Systems Analysis, Operations Research Analysis, Financial Management, and Education and Training Management) indicate proven application of human capital theories, concepts, and analysis and are valued by the HR Community.

e. Officers who maintain an industry recognized HR-related certification have demonstrated the ability to understand and apply myriad human capital theories, concepts, and laws/ regulations critical to policy development and execution across the Navy.

f. Designation as a Joint Qualified Officer, a successful tour in a joint billet, and completion of joint education are valued by the HR Community.

7. **Aerospace Engineering Duty Officer (AEDO) Community Considerations**. Officers under consideration for promotion to captain should demonstrate superior performance within a designated O-5 Acquisition Command (limited opportunities) or equivalent milestone tour. Board members should examine an officer's leadership, performance, breadth and depth of

acquisition experience, and career potential for major command.

8. **Public Affairs Officer (PAO) Community Considerations**

a. PAOs use communication skills, strategies, and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's communication enterprise and demonstrate an awareness and ability to navigate the dynamics of the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem set analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct support to three- and four-star flag and general officers and senior executives, including political appointees, is the pinnacle of a PAO's career. As such, sustained superior performance in diverse billets, particularly direct senior leader support, operational staffs, community leadership, and Washington DC HQs, joint staffs, indicates strong potential for future success, keeping in mind though, that an officer's career track may not include all desired career milestones due to the recent enacted career milestone and progression model.

b. PAOs who have a successful track record of sustained superior performance and increasing and progressive scope of responsibilities in a diversity of assignments providing strategic-level thinking and counsel to two- and three-star leaders, and experience in Washington DC HQs, major staff, joint, numbered fleet, or lead TYCOM billets, indicate potential to succeed as a captain.

c. PAOs who have a successful track record of translating commander's vision and intent into communication strategies and plans; leading, advising, and aligning enterprise Public Affairs personnel and programs; and integrating them across multiple and diverse organizations to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals indicate potential to succeed as a captain.

d. PAOs who obtain a post-graduate degree should be given favorable consideration.

e. Designation as a Joint Qualified Officer, a successful tour in a joint billet, and completion of joint education are considered invaluable in the development of PAOs who are qualified to be O-6 COCOM PAOs and candidates for Flag.

9. **Foreign Area Officer (FAO) Community Considerations**. FAOs should possess solid fleet and Joint operational experience, and demonstrate leadership commensurate with rank in one or more primary critical lines of effort: Security Assistance, Defense Attaché System, and/or major staff (joint, operational, or interagency). FAOs must develop and hone a sharp understanding of international engagement through operational experience and in-country tours supporting national and maritime objectives. The scope of FAO responsibilities extends beyond outstanding language proficiency. FAOs offer in-depth regional knowledge and cultural proficiency to better understand the goals of our partners, and the perspectives of our potential adversaries, to enhance our collective maritime superiority in support of Geographic Combatant Commander (GCC) strategic objectives.

a. The FAO community is organized into five sub-groups representing each of the five GCCs: FA-1 CENTCOM, FA-2 PACOM, FA-3 SOUTHCOM, FA-4 EUCOM, and FA-5 AFRICOM. To be fully qualified and receive the "FA" designation, all FAOs must: complete a regionally focused Political-Military master's degree or equivalent (as determined by ASN(M&RA)), a Defense Language Proficiency Test (modalities: listening, reading, and speaking level 2/2 or higher) in a regionally focused language, and at least six months of in-region experience. FAOs in the process of achieving these qualifications are assigned an "FT" designation until certified complete by the FAO Officer Community Manager.

b. Non-observed time during language study, master's education, and billet specific training (attaché or Security Assistance) should not be viewed as detrimental to promotion potential due to the substantial time required to achieve these qualifications.

c. Officers who have successfully completed and have demonstrated sustained superior performance in a commander milestone tour indicate potential to succeed at the level of captain.

d. Officers who have demonstrated significant progress toward completion of Joint Qualified Officer (JQO) indicate potential to succeed at the level of captain.

10. **Information Warfare Community (IWC) Considerations**

a. Comprising officers of the Oceanography (180X),

Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X) communities, and the Space Cadre, the IWC was created to more effectively and collaboratively lead and manage the cadre of officers who possess extensive skills in information-intensive specialties. The IWC aspires to assure command and control, generate predictive battle space awareness and deliver integrated non-kinetic and kinetic fires, including effective maneuver across cyberspace, the electromagnetic spectrum, and space as a warfighting capability, within the fleet and joint force.

b. The Navy needs officers who possess unimpeachable credentials, deep technical/operational experience in the IWC domain, are innovative and bold, think creatively and challenge assumptions, and take well-calculated risks to maximize effectiveness. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to lead diverse organizations across the range of IWC missions and functions.

c. As of May 31, 2013, all officers in competitive categories which compose the IWC began receiving competitive rankings, in block 42, within combined IWC summary groups on fitness reports. However, officers in competitive categories which compose the IWC continue to compete for promotion within respective individual community competitive categories. As such, summary group position may not fully show an officer's position relative to competitive category peers.

d. Space operations and acquisition represent an important IWC skill set. While not a separate designator, IWC personnel with space training/education and experience will be identified by a Navy Space Cadre Additional Qualification Designator (AQD) (operations: VS5-8 or acquisition: VR1-3) representing space experience/expertise, which is valued by both Navy leadership writ large and the IWC, specifically. This expertise is obtained through space-related experience and leadership tours on major Navy, joint, and interagency staffs and commands (ashore and afloat), operational space commands, and space acquisition organizations. In addition to demonstrated performance in designator and as a Navy Warfighter, the best qualified Space Cadre leaders will have demonstrated the ability to optimize joint and fleet space operations to meet maritime warfighting requirements and/or deliver space-based capabilities to the warfighter. The Navy's contribution to the successful development of the nascent Space Force will require naval

officers with these skill sets to play key leadership roles.

11. **Oceanography (OCEANO) Community Considerations**

a. The OCEANO community's core mission capability and capacity draws on the experience and expertise in the fields of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics and hydrography, and is focused on providing timely and relevant support to fleet and joint operations. OCEANO officers typically develop foundational expertise in assignments at operational meteorology and oceanography (METOC) commands.

b. Demonstrated expertise in one or more of the core missions of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography is the foundation of the OCEANO Community. Expertise in multiple warfighting areas is highly valued. OCEANO officers should have balanced professional experience, to include demonstrated leadership, operational proficiency and qualifications, and technical expertise. Proven and sustained superior performance in documented positions of leadership and in difficult, challenging, and arduous operational assignments is the ultimate test of readiness for promotion selection.

c. Education is valuable and highly regarded for OCEANO officers. All officers will participate in advanced education leading to a Master's of science degree in Meteorology and/or Physical Oceanography. Additional graduate level education in science, business, management, foreign affairs, or education fields is also valued. Officers who have participated in advanced education leading to a technical master's degree or a PhD will have "not observed" fitness reports covering significant periods of the time in their careers.

d. Officers in the OCEANO Community are eligible for, and generally granted, a scientific waiver for the Joint Qualified Officer designation requirement for flag officer promotion. However, JPME and experience are highly valued.

e. Fully qualified OCEANO officers will have screened for command or screened for O-5 milestone assignment. The best qualified officers have demonstrated leadership and superior performance in command. Superior performance in O-5 milestone should be viewed favorably. Milestone assignments include numbered fleet oceanographers, major staffs, and joint

positions. Superior performance in positions of leadership at major staffs such as OPNAV, BUPERS/NPC, SECNAV, Joint Staff, Operational Commands (USFFC, CNMOC, etc.), and TYCOM are highly valued. Officers qualified for promotion to captain will have completed a technical post-graduate education with associated Q-code for follow-on assignment to senior officer billets.

12. **Cryptologic Warfare (CW) Community Considerations**

a. The CW community is built on technical and operational knowledge of the information warfare domain (specifically electromagnetic spectrum and cyberspace) coupled with operational experience and sustained superior performance.

b. CW core mission areas are signals intelligence (SIGINT), cyber, and electronic warfare (EW). CW operational capacity is principally organized into CW commands (NIOCs, CWG/A, NCWDG, and NCDOC) and is presented to supported commanders in both the fleet and in the joint arena. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at NIOCs and staffs aligned with cryptologic centers and NSA/CSS. For SIGINT and EW, officers demonstrate expertise in the tactical embedded maritime and expeditionary environment. For cyber, CW officers demonstrate tactical and operational proficiency while assigned under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), and in assignments at NSA. While shore-based, these commands operate 24/7 at the cyber tactical edge and integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide.

c. All fully qualified CW captains should have demonstrated sustained superior performance in previous milestone assignments. CW officers fully qualified for promotion will have demonstrated top performance among their peers in one CW core mission area (SIGINT, cyber, or EW) or uncommon proficiency in multiple mission areas to include information operations and Space Cadre. All fully qualified CW captains must have successfully completed a CW commander milestone tour.

d. The best qualified CW officers will have additionally successfully completed a command tour as a commander. Less than 10 percent of CW commanders successfully screen for command. Among those officers without a commander command tour, the best qualified CW officers will have significant leadership

experience as either as an executive officer, operations officer, or deputy information warfare commander. The best qualified officers have additionally completed advanced education (e.g., Master's degree, post-graduate technical certification or Doctorate degree). Progress toward Joint Qualified Officer completion is also highly valued.

13. **Information Professional (IP) Community Considerations**

a. IP supported mission areas include the need to plan, acquire, integrate, operate, maintain, and secure cyber networks, communications, space and combat systems to ensure reliable, available, survivable, and secure support to naval warfighting and business operations. Sustained superior performance in key IP/IWC operational and leadership assignments, joint operational experience, acquisition, and operational planning experience are highly valued.

b. The IP community primarily gains officers through lateral transfer or redesignation, typically at lieutenant and lieutenant commander. For promotion eligibility purposes, some of these officers will not have completed the IP-specific community/operational leadership assignments prior to redesignation. As such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance and warfare qualifications to identify those best qualified to serve in more senior IP leadership positions.

c. Superior performance in lieutenant commander and commander milestone billets, afloat and ashore, and a technical master's degree which includes significant STEM curriculum and progress towards JPME should be given due consideration. While superior performance in command as a commander indicates potential to succeed at the level of captain, there are very limited opportunities for IP Command as a commander, so lack of assignment should not be a detractor.

14. **Intelligence (Intel) Community Considerations**

a. Leadership, demonstrated professional warfighting competence, and sustained superior performance are the hallmarks of a successful naval intelligence officer. Senior intelligence officers must possess a well-rounded career that demonstrates proven leadership in operationally challenging environments, Navy and joint operational warfighting proficiency and expertise in conducting all-source operational intelligence (OPINTEL).

Intelligence officers are experts on the adversary and threats, and developing deep expertise on our Nation's strategic competitors is an imperative. Furthermore, although a well-rounded career is important, officers may also have obtained valuable expertise in one or more specialized mission areas (note: specialization should be limited to 2-3 tours for O-5s and 3-4 tours for O-6s). These specialization areas include: operational planning; collection operations; intelligence support to undersea warfare, strike warfare, cyber, or SPECWAR; targeting; and counterintelligence/human intelligence (CI/HUMINT). Proven and sustained superior performance in documented positions of leadership in challenging, operational assignments, while integrated into naval or joint operations and often embedded in the fleet, is the ultimate test of readiness for selection.

b. A limited number of naval intelligence billets support the DoD-wide, joint service RAIDER CUTLASS (RC) initiative. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and multiple-tour operational assignments that can preclude them from acquiring joint duty credit and serving in traditional command and milestone billets. A nascent career path for these officers has been developed with the intention that RC officers, when screened and available, will fill RC milestone tours. In order to maintain parity with other 1830 officers, this career path has established RC leadership tours/assignments for RC officers. Due consideration should be given to outstanding performance by members in RC assignments with the understanding that limited details of their activities may be provided in an unclassified "not observed" or "1 of 1" fitness report, given the sensitive and unique nature of their duties.

c. Fully qualified officers must have completed command qualification and will have demonstrated outstanding leadership and professional acumen in an O-5 milestone assignment. There are limited O-5 command and O-5 OIC/XO leadership opportunities for 1830s - most fully qualified O-5s will not have been afforded the opportunity for command. While these leadership experiences are highly valued, they are not a prerequisite for selection to O-6. Completion of advanced education degree and JQO qualification is highly desired, but not required for selection. Best qualified candidates will be top performers and will have consistently excelled at leading in operationally challenging environments and staff assignments throughout their career. An intelligence officer is expected to excel in OPINTEL

as a core competency.

15. **Limited Duty Officer (LDO) Considerations**. Success of naval operations is highly dependent on protecting our force with effective antiterrorism and force protection (AT/FP). To sustain effective AT/FP it is imperative that the Navy maintain a cadre of security officer LDOs (649x) at the O-4 and O-5 paygrades. "Fully qualified" security LDOs will possess a strong working knowledge of, and well-documented experience in force protection, antiterrorism, and Navy security force operations. It is desired that the candidate have had diverse billet assignments performing mission essential duties across a variety of complex Navy security force mission areas, such as installations, afloat, nuclear weapons security, training/ assessment, and staffs. The board may give favorable consideration for valuable contributions made through superior performance in this specialty area.

16. **Recommendation for Reorder of Active-Duty Officers of Particular Merit**

a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. An officer of particular merit may be recommended for placement higher on the promotion list only if the officer receives the recommendation of at least a majority of the members of the board.

b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by this board.

d. No officer recommended for promotion shall be moved down on the promotion list except by insertion of the name of an officer of particular merit above that officer's name.

e. If the board recommends officers of particular merit be placed higher on the promotion list, then the board shall recommend the order in which those officers should be placed on the list.

Gregory J. Slavonic

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. **Statutory Joint Objectives**. For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or have served, at Navy Headquarters.

JS Rate ≥ HQ Rate of Selection

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate ≥ Overall Selection Rate for Category

2. **Statutory Acquisition Corps Objective**. In accordance with 10 U.S.C. § 1731, Acquisition (ACQ) Corps officers are expected, as a group, to be promoted at a rate not less than the rate for all source community officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

ACQ Corps Rate ≥ Overall Selection Rate for Source Community

3. **Regulatory Objective**. Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

OSD Rate ≥ HQ Rate of Selection

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.

THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

JAN 11 2019

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: President, FY-20 Active-Duty Navy Commander Limited Duty Officer (Line) Continuation Selection Board

Subj: ORDER CONVENING THE FY-20 CONTINUATION SELECTION BOARD TO CONSIDER COMMANDER LIMITED DUTY OFFICERS IN THE LINE FOR CONTINUATION ON ACTIVE DUTY

Ref: (a) FY-20 Active-Duty Navy Officer and Chief Warrant Officer Continuation Selection Board Precept

Encl: (1) Board Membership
(2) Recorder and Assistant Recorders
(3) Administrative Support Staff

1. Date and Location

a. The continuation selection board, consisting of you as president, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorder and assistant recorders and the personnel listed in enclosure (3) as administrative support staff, is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, January 16, 2019, or as soon as practicable thereafter.

b. The board shall proceed in accordance with all guidance in this letter and the FY-20 Active-Duty Navy Officer and Chief Warrant Officer Continuation Selection Board Precept, reference (a).

2. Continuation Board Authorized Selections

a. The function of the continuation selection board is to consider and normally recommend for continuation on active duty all eligible officers as directed below.

b. The board shall consider and normally recommend for continuation on active duty all eligible limited duty officers (LDO) as delineated below.

(1) All permanent LDOs in the grade of commander who are in-zone eligible for promotion to the next higher LDO grade in FY-20 and who, under section 6383 of title 10, U.S. Code, are subject to mandatory retirement for years of service before the end of FY-19.

(2) All permanent LDOs in the grade of commander who are selected for promotion to the next higher LDO grade and who, under section 6383 of title 10, U.S. Code, will be subject to mandatory retirement for years of service before their actual promotion dates.

3. Fully Qualified Selection Standard. All officers recommended for continuation must be fully qualified, that is, each officer recommended must be capable of performing the duties of their current pay grade. Officers who do not meet that standard shall not be recommended for continuation.

a. Officers fully qualified for continuation demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices and resourcefulness. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, judiciousness in resource allocation, innovation, adherence to Navy and DoD ethical standards, physical fitness and loyalty to the Navy core values.

b. The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

c. Proven and Sustained Performance

(1) Proven and sustained performance in assigned duties is the ultimate test of fitness for continuation. This is the number one factor that should guide your recommendations.

(2) When applying this factor you must consider that the future Navy and joint force leadership will comprise a mix of officers who have proven and sustained performance in both traditional career paths and alternate career paths. In identifying officers who are fully qualified for continued service in their current grade, you must consider the critical competency/skill sets developed by officers who have proven and sustained performance in alternate career paths.

(3) Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment

(a) IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy develop valuable combat and nation-building skills. However, such assignments may not be typical of the officer's traditional community career path, and may result in extended periods of observed performance in duties which are not typical of those normally observed during traditional career development. When considering whether officers are fully qualified for continuation, the board should keep in mind that these assignments provide the Navy and its officers with valuable experience, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to one and a half years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to three and a half years.

(4) Education and Professional Development. The pursuit of education and professional development may result in significant periods of non-observed time in addition to lengthy periods of observed performance outside the officer's traditional career path during utilization tours. The Navy values the completion of graduate education, the development of a subspecialty, the experience gained in specialized skills, and the attainment of Navy and Joint Professional Military Education qualifications. Time invested in education and professional development shall not be viewed as a detractor in determining whether officers are fully qualified to continue performing the duties of their current pay grade.

(a) Officers fully qualified for continuation seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(b) Officers fully qualified for continuation demonstrate willingness and an ability to lead and mentor a diverse workforce of male and female service members.

(c) Officers fully qualified for continuation demonstrate judiciousness in fiscal resources, personnel, facility management, energy resource management, and technology, all of which are of vital importance to our Navy today and in the future.

(5) Navy Reserve Officers Recalled to Active-Duty. Navy Reserve officers who have been recalled to active-duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

(6) Military Experience and Length of Service. Officers with significant military experience and extended years of service can provide valuable contributions to achieve Navy mission requirements. These factors should be given due consideration when considering officers for continuation. However, these factors do not override the needs of the Navy or negate recognized performance standards.

(7) Acquisition Corps Considerations. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line Acquisition Professional, Aerospace Engineering Duty Officer, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems engineering, enterprise information systems, information technology, weapons and major weapons systems (i.e., ships and aircraft). In determining the fully qualified officers for continuation, you shall give equal consideration to quality of performance whether in an acquisition or non-acquisition position.

Gregory J. Slavonic